

Personnel Costs and Overtime in Montgomery County Departments FRS and DOT

CountyStat Meeting #13
December 2, 2011

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Meeting Purpose and Agenda

Purpose:

Personnel costs are the major component of a department's total operating costs. This presentation examines several years of personnel cost data to determine if budgets are appropriate, and where changes to elements of personnel have impacted expenditures.

Agenda:

Review of FRS Information:

- Overview of Personnel Budget
- Personnel Budget Line-Items
- Overtime

Review of DOT Information:

- Overview of Personnel Budget
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- Overtime



Overview of FRS Personnel Costs

Total personnel costs include salaries, benefit, retirement, and social security costs.

	Personnel Lapse	Total Personnel				Overtime (Within Total Personnel)			
		Budget	Actual	Difference	% Difference	Budget	Actual	Difference	% Difference
FY2008	(\$2,845)	\$161,351	\$159,937	-\$1,414	-0.88%	\$12,092	\$15,244	\$3,152	26%
FY2009	(\$2,845)	\$164,950	\$160,658	-\$4,292	-2.60%	\$9,925	\$12,612	\$2,687	27%
FY2010	(\$3,405)	\$163,812	\$164,295	\$483	0.29%	\$11,254	\$13,795	\$2,541	23%
FY2011*	(\$3,475)	\$151,455*	\$157,971	\$6,516	4.30%	\$9,392	\$14,444	\$5,052	53%
FY2012	(\$5,285)	\$150,351				\$10,399			

	FY08	FY09	FY10	FY11	FY12
MCFRS Workyears	1,334.70	1,353.00	1,351.20	1,235.00	1,243.00
Increase/Decrease		18.30	-1.80	-116.20	8.00

In FY08 and FY09, FRS was exceeded their overtime budget, but met their total personnel budget. In FY10 and FY11, FRS exceeded their personnel and overtime budgets.

*FRS budgeted in a revised manner than in prior year.

Personnel Lapse: Negative amount budgeted for assumed savings resulting from turnover in staff.

Figures are shown in thousands, Shown: \$2,845, Actual : \$2,845,000. Data from OMB.



FRS Personnel Costs

Personnel Costs	FY11 Budget	FY11 Actual	FY11 Difference	FY11 % Difference	Percent of Total (Average, FY09-FY11)
Salaries Costs	\$ 99,754	\$107,869	\$ 8,115	7.52%	69%
Retirement Costs	\$ 29,231	\$28,173	\$-1,058	-3.76%	18%
Group Insurance Costs	\$ 14,882	\$14,497	\$-385	-2.52%	8%
Social Security Costs	\$7,587	\$7,432	\$-155	-2.21%	5%
Total	\$151,455	\$157,971	\$ 6,516		

Salaries Costs in FY11 attributed to FRS over-spending its budget by \$8.1 million. This was offset to some degree by under-spending in other areas.



Calculated figures from OMB data

FRS Personnel Budget Reductions

To reduce expenditures, FRS approved the following major cost reduction tasks from FY10 to FY12. CountyStat asked OMB and FRS to for an update on the status of each task.

Budget Year/ Description of Changes	Amount	Status (12/02/11)
FY10 Approved PC Budget	163,812,000	
Reduce: Overtime (monitor OT station by station; reduce service)	(1,307,650)	Complete
Reduce: Station Staffing at Hyattstown and Hillandale	(2,389,070)	Complete
Decrease Cost: Lapse Positions (Civilian and Uniform)	(1,349,020)	Complete
Decrease Cost: Expedited Bill 16-10 - Imputed Compensation Limit	(1,976,680)	Complete
Decrease Cost: Furlough Days	(2,115,550)	Complete
Decrease Cost: Lapse Positions from Administrative Retirements	(2,607,090)	Complete
Decrease Cost: Delay the Recruit Class of 30 Recruits Until FY12*	(2,686,140)	Complete
FY11 Approved PC Budget	151,455,000	
Decrease Cost: 20 LFRD Admin Staff; Create 5 County Admin Staff	(1,143,520)	Complete
FY12 Approved PC Budget	150,351,000	

Despite having completed the above reduction tasks, FRS exceeded their personnel budget in FY10 and FY11.



FRS Lapse Amounts

Lapse: *Negative amount budgeted for assumed savings resulting from turnover in staff. If the department does not budget an accurate lapse amount, the department may exceed their budget.*

FRS Budgeted Lapse: Has grown from \$2.8 million (FY08) to \$5.2 million (FY12). During that time, there have been three major changes to the budgeted lapse amount:

- In FY10 County Council Approved a Countywide increase in lapse amount.
- In FY10 FRS decided to lapse uniformed, civilian, and administrative retirements.
- In FY12 FRS increased its lapse to meet FY12 budget targets.

Baseline Lapse Figure

- There is no agreement among OMB and FRS as to how the baseline lapse figure was created.
- Given recent changes in their lapse amounts, CountyStat is unsure how realistic the current FY12 lapse figure is.

CountyStat recommends an analysis of County-wide lapse budgeting to ensure accuracy in dollar amounts to actual potential turnover of staff.



FRS Overtime Amounts

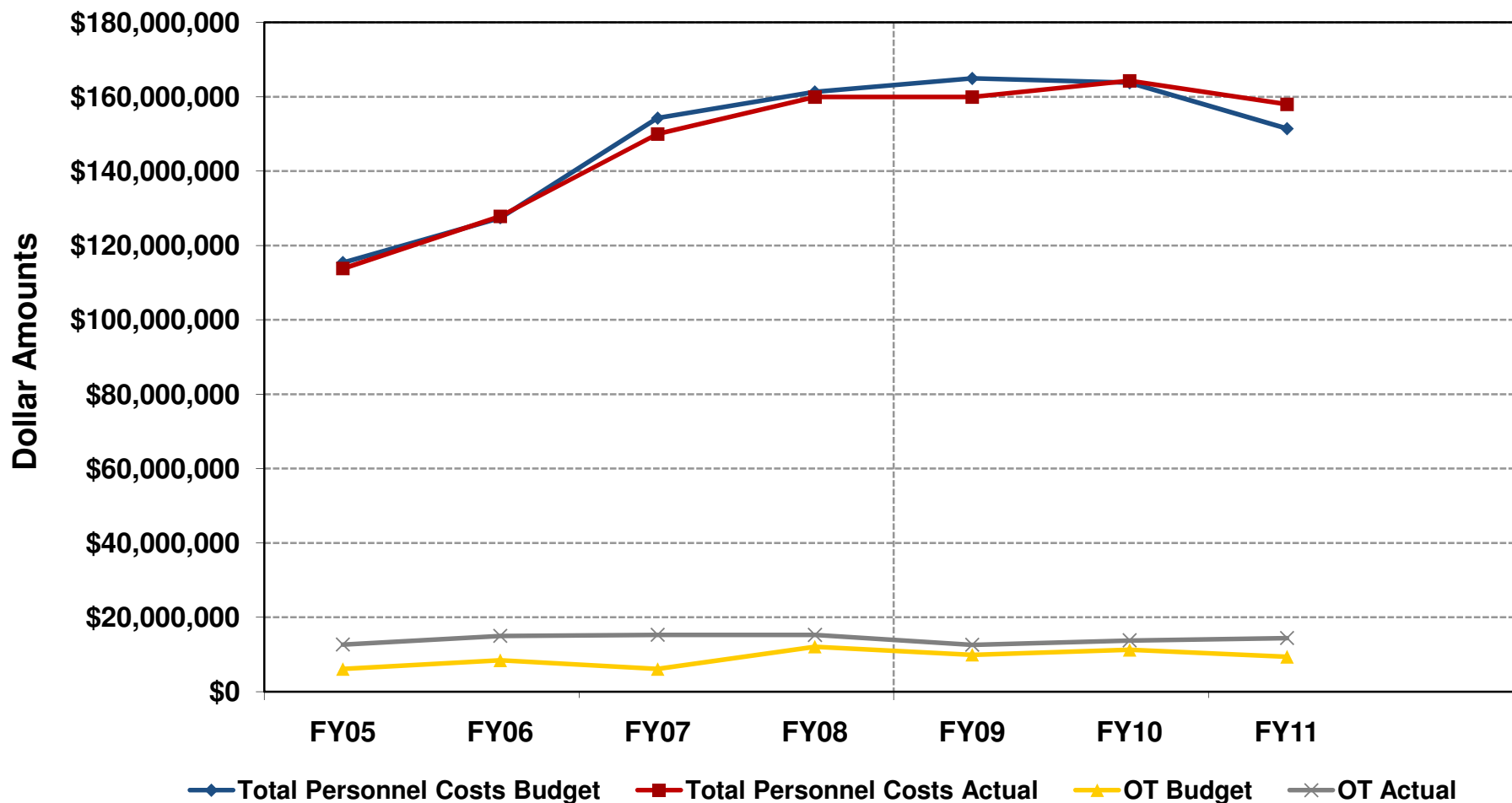
The FRS overtime budget underwent the following major budgeted adjustments from FY09 to FY12.

Budget Year/ Description of Changes	Amount
FY09 Technical Adjustment: Reallocate Unused Personnel Costs to Overtime	3,000,000
FY10 Reduce: Overtime (monitor OT station by station; reduce service)	(1,307,650)
FY11 Reallocation: Transfer funds from personnel costs to overtime; administrative retirement positions lapsed	1,000,000

Despite the proposed adjustments, from FY09 to FY11 FRS is still, on average, \$3.3 million over its overtime budget. Overtime expenditures have exceeded budgeted amounts each of the past 4 years.



Overtime Budget/Actual in Context with Total Personnel Budget/Actual



Overtime is just one component of total personnel budget. FRS overtime is budgeted at, on average, 7% of the total budget.



Data from OMB

Personnel Budget and Overtime

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FRS Actual Salary Costs

	FY08	FY09	FY10	FY11	Change FY08-11		FY11 Budgeted
TOTAL SALARY COSTS	\$106,243	\$109,011	\$112,265	\$107,869	-\$1,142	-1%	\$99,754

Account Code Description	FY08	FY09	FY10	FY11	Change FY09-11		FY11 Budgeted
FULL TIME SALARIES				\$87,358			\$89,587
REGULAR FULL SALARIES	\$71,918	\$75,057	\$74,311	\$70,810	(\$4,247)	-6%	PFTS
ANNUAL LEAVE PAY	\$6,234	\$6,553	\$6,376	\$5,057	(\$1,496)	-23%	PFTS
SICK LEAVE PAY	\$3,938	\$4,206	\$4,649	\$4,722	\$516	12%	PFTS
COMPENSATORY LEAVE PAY	\$2,014	\$2,364	\$2,550	\$2,644	\$280	12%	PFTS
ADMINISTRATIVE LEAVE PAY	\$2,073	\$1,528	\$1,732	\$2,113	\$585	38%	PFTS
DISABILITY LEAVE PAY	\$499	\$1,008	\$1,334	\$581	(\$427)	-42%	PFTS
LUMP SUM LEAVE PAY	\$252	\$490	\$338	\$696	\$206	42%	PFTS
PERSONAL LEAVE DAYS	\$83	\$75	\$1,242	\$1,418	\$1,344	1795%	PFTS
EMERGENCY (1 X REGULAR RATE)	\$0	\$0	\$1,362	\$0	\$0	0%	PFTS
OTHER PARTS OF FULL TIME SALARIES				(\$682)			1,612
OVERTIME	\$15,245	\$12,613	\$13,795	\$14,444	\$1,832	15%	\$9,392
HOLIDAY PAY	\$3,274	\$4,125	\$3,335	\$4,175	\$50	1%	\$3,550
PART TIME SALARIES	\$326	\$431	\$470	\$231	(\$201)	-47%	\$199
OTHER	\$387	\$562	\$771	\$1,634	\$416	74%	(\$2,974)

While FRS meets their salary costs budget, there is a consistent delta between their overtime budget and expenditures.



Percentage of Components Amounts to FRS Actual Salary Costs

Percent of Dollar Amount Spent Under Specified Salary Costs					FY11 Budgeted
Account Code Description	FY08	FY09	FY10	FY11	
FULL TIME SALARIES				81.6%	88.2%
REGULAR SALARIES	67.7%	68.9%	66.3%	65.6%	79.6%
ANNUAL LEAVE PAY	5.9%	6.0%	5.7%	4.7%	PFTS
SICK LEAVE PAY	3.7%	3.9%	4.2%	4.4%	PFTS
COMPENSATORY LEAVE PAY	1.9%	2.2%	2.3%	2.5%	PFTS
ADMINISTRATIVE LEAVE PAY	2.0%	1.4%	1.5%	2.0%	PFTS
DISABILITY LEAVE PAY	0.5%	0.9%	1.2%	0.5%	PFTS
LUMP SUM LEAVE PAY	0.2%	0.5%	0.3%	0.7%	PFTS
PERSONAL LEAVE DAYS	0.1%	0.1%	1.1%	1.3%	PFTS
EMERGENCY (1 X REGULAR RATE)	0.00%	0.00%	1.2%	0.00%	PFTS
OTHER FULL TIME SALARIES				-0.6%	1.6%
OVERTIME	14.4%	11.6%	12.3%	13.4%	9.4%
HOLIDAY PAY	3.1%	3.8%	3.0%	3.9%	3.6%
PART TIME SALARIES	0.3%	0.4%	0.4%	0.2%	0.2%
OTHER				1.5%	-3.0%

**After regular salaries, overtime is the next highest segment in salary cost.
Overtime was between 11%-14% of total salary cost.**



PFTS = Part of Full Time Salaries

CountyStat Analysis

CountyStat is concerned that MCFRS will exceed their 2012 personnel budget, potentially by a significant amount.

The following observations lead to the concern that FRS will not meet the FY12 personnel budget.

- In FY11 MCFRS overspent its personnel budget by more than \$6 million dollars.
 - Actual salary expenditures alone exceeded the budgeted amount by \$8.1 million dollars.
 - \$1.65 million in FY11 savings are not likely to be repeated in FY12. (Savings occurred in retirement (\$1.1 million), insurance (\$385 thousand), and social security (\$155 thousand).
 - FY11 included more than \$1.7 million dollars in furlough savings which will not be realized in FY12.
- The FY12 budgeted lapse amount is \$1.8 million higher than the previous year.
- The FY12 personnel budget was \$1 million less than previous year.
- FY12 staffing will be at or slightly higher than FY11 levels, while the personnel budget is \$7 million lower than FY11 expenditures.
- Overtime use already exceeds the budgeted amount through the early part of FY12.



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Overtime Update: FRS Summary of Events

Overtime has been a large expenditure for FRS and remains the largest delta between budgeted and actual expenditures. It remains an area for careful examination.

FY12 Overtime Budget	FY12 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
General Fund			
\$ 10,339,754	\$ 4,823,339	47%	7.1
Grants			
\$1,588,745	\$474,735	N/A	N/A

Developments in Overtime Use and Management

Identified overtime drivers

- Hurricane Irene
- Staffing deficiencies for officers, master FFs, paramedics, and training staff
- Leave approval cap in collective bargaining agreement
- Vacancies in officer, driver, training and paramedic positions
- Need to backfill new paramedic trainees

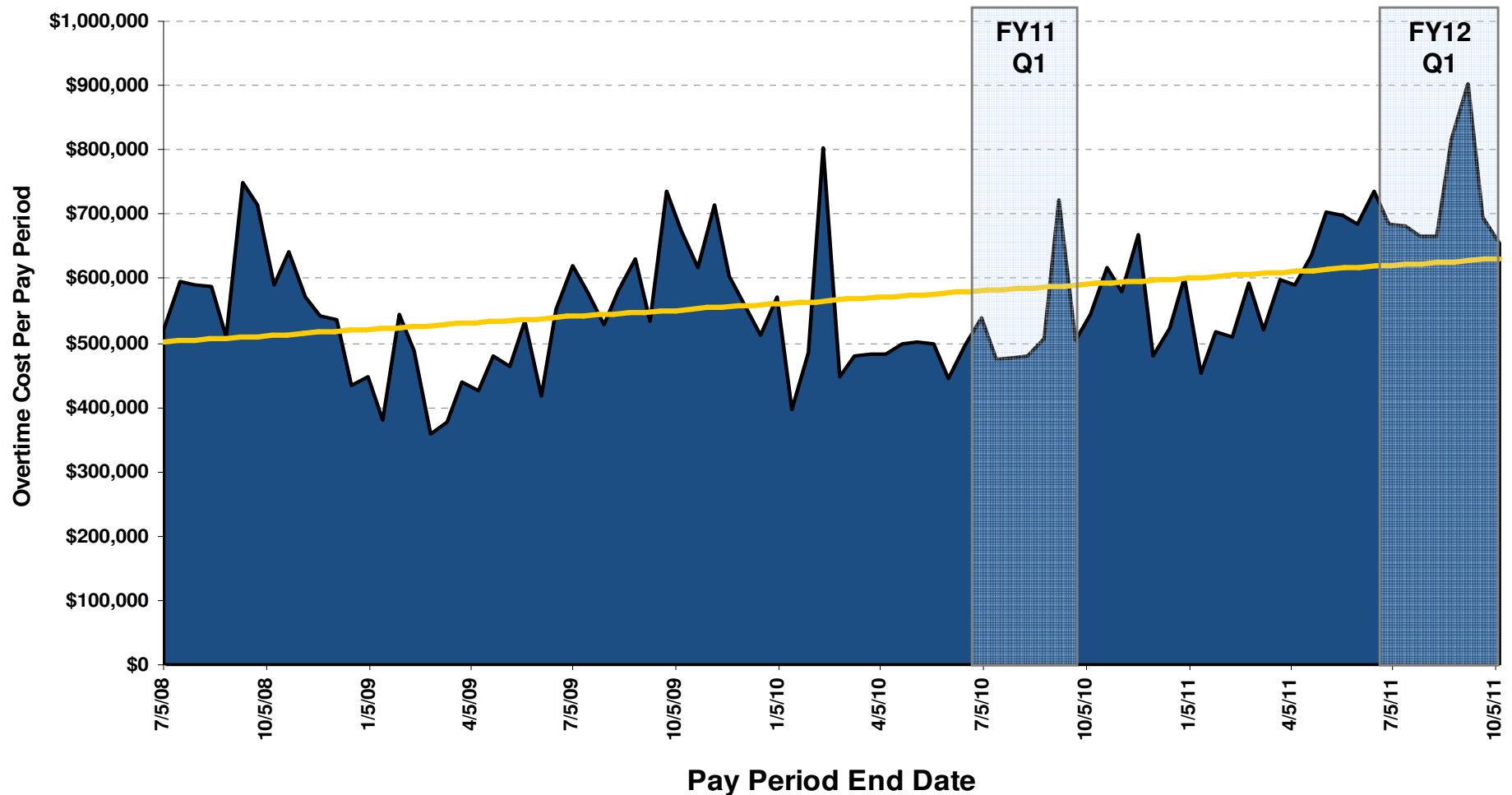
Efforts to reduce overtime

- Biweekly review of overtime pay by senior staff
- Internal analysis of FRS staffing completed
- Reduced operational services
- Administrative chiefs covering shifts in the field
- Eliminated one of two EMS duty officer shift positions staffed 24/7
- Offering required training online during regular hours



Overtime Update: MCFRS

Total Overtime Cost Per Pay Period with Trendline



Overall, FRS is trending higher in overtime costs per pay period from FY09 Q1.



Overtime Update: MCFRS

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q2 to FY10-Q1 (A)	FY10-Q2 to FY11-Q1 (B)	FY11-Q2 to FY12-Q1 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 2 10/1 to 12/31	71,980	79,920	79,016	11%	-1.1%	9.8%
Quarter 3 1/1 to 3/31	55,355	66,767	69,216	21%	3.7%	25%
Quarter 4 4/1 to 6/30	63,947	64,734	99,185	1.2%	53%	55%
Quarter 1 7/1 to 9/30	80,050	69,804	102,037	-13%	46%	28%
Total	271,331	281,226	349,454	3.6%	24%	29%



Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.

Overtime Update: MCFRS

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q2 to FY10-Q1 (A)	FY10-Q2 to FY11-Q1 (B)	FY11-Q2 to FY12-Q1 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 2 10/1 to 12/31	\$3,538,729	\$3,975,449	\$3,784,644	12%	-4.9%	6.9%
Quarter 3 1/1 to 3/31	\$2,777,947	\$3,314,025	\$3,255,337	19%	-1.8%	17%
Quarter 4 4/1 to 6/30	\$3,225,968	\$3,210,389	\$4,662,492	-0.5%	45%	45%
Quarter 1 7/1 to 9/30	\$3,963,623	\$3,476,033	\$4,823,695	-12%	39%	22%
Total	\$13,506,267	\$13,975,897	\$16,523,827	3.5%	18%	22%



Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.

Overtime Update: MCFRS

Percent of Employees with Overtime and Average Hours

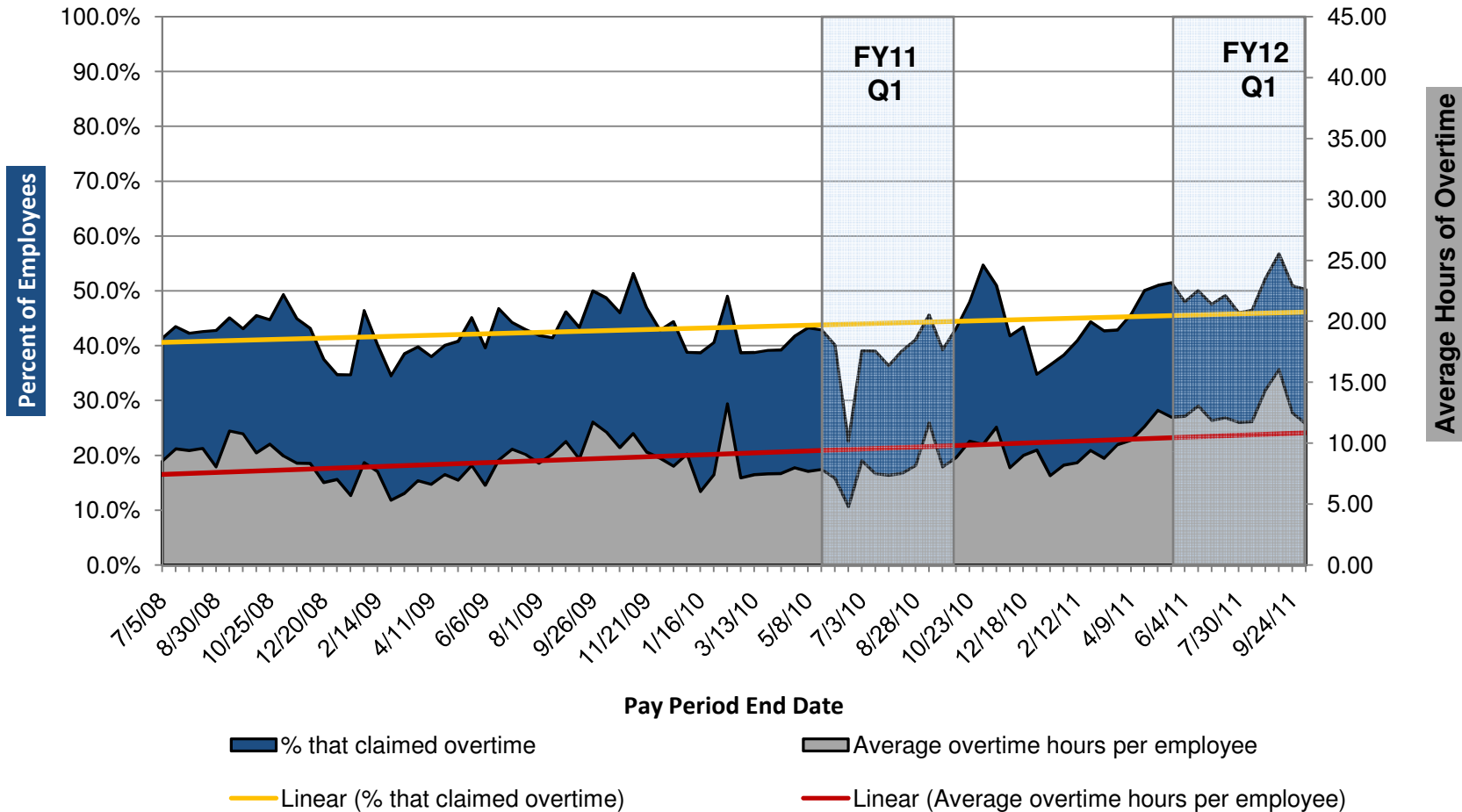
If overtime is managed, ideally the same percent of the workforce should be claiming on average the same number of hours per pay period. To examine this CountyStat asked:

- 1) What percent of the workforce is utilizing overtime?**
 - Percent of workforce that claimed overtime.
- 2) What are the average hours for the workforce utilizing overtime?**
 - Average number of overtime hours per employee.



Overtime Update: MCFRS

Percent of Employees with Overtime and Average Hours

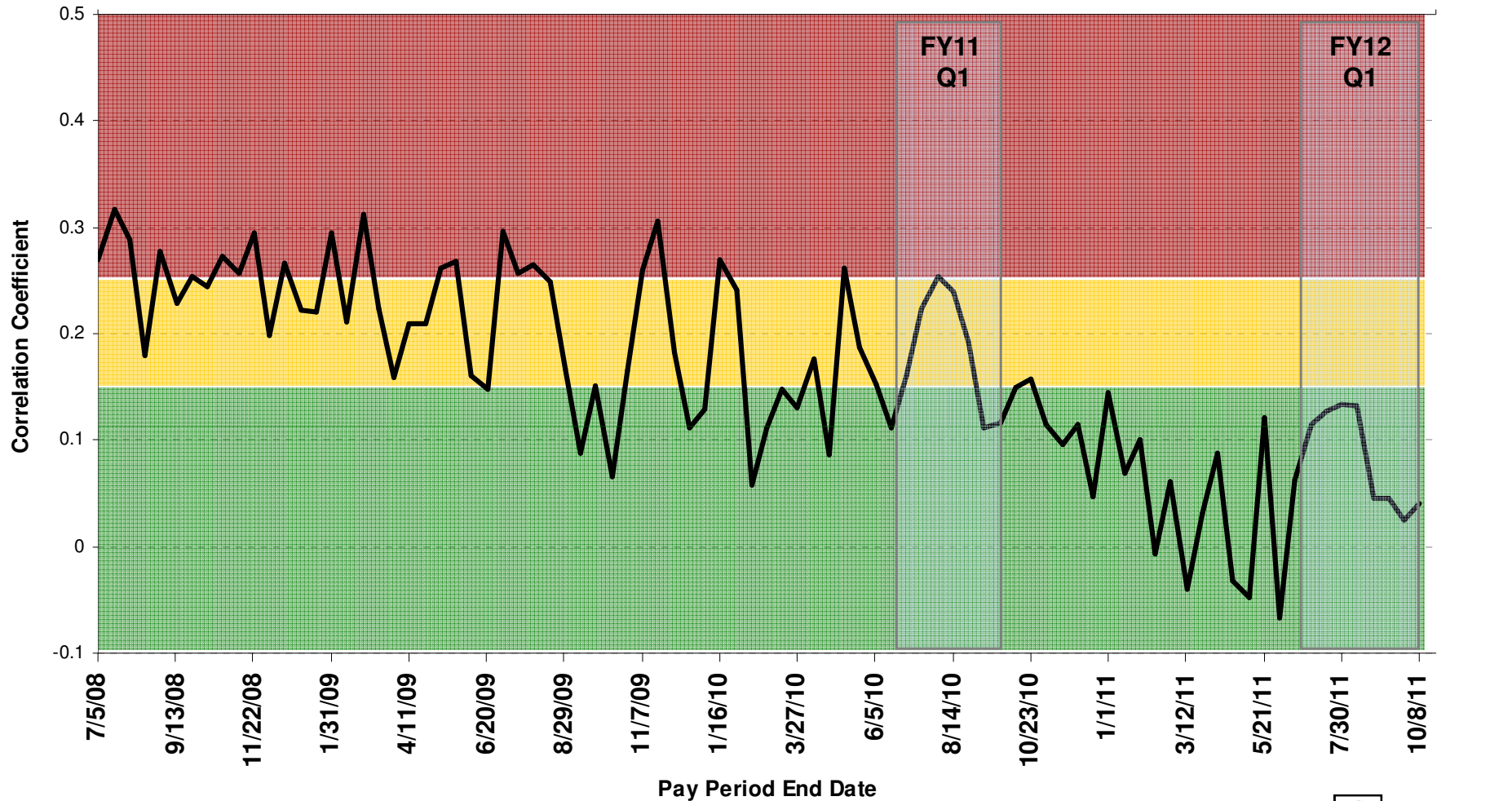


FRS is gradually increasing the percent of employees receiving overtime and the average overtime hours per pay period when compared with FY11 Q1.

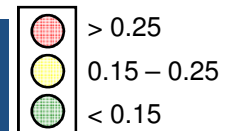


Overtime Update: MCFRS

Correlation Between Hourly Wage and Number of OT Hours



In the long run it is always cheaper to fill positions with available staff through overtime, this assumes equivalent pay bands of personnel. The slide shows that MCFRS has been filling overtime with similar or cheaper personnel.



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DOT Overtime and Personnel Costs

DOT was reorganized in FY08 to FY09, therefore its data is presented only from FY09.

Terminology

Budget: Approved budgeted amount for the fiscal year

Actual: Actual expenditures for the fiscal year

Personnel Lapse: Negative amount budgeted for assumed savings resulting from turnover in staff.



Overview of DOT Personnel Costs

Total personnel costs include salaries, benefit, retirement, and social security costs.

	Personnel Lapse	Personnel w/out Storms and CIP				Overtime w/out Storms and CIP			
		Budget	Actual	Difference	% Difference	Budget	Actual	Difference	% Difference
FY2009	(\$2,742)	\$94,130	\$88,754	-\$5,376	-5.71%	\$3,982	\$6,105	\$2,123	53.31%
FY2010	(\$2,746)	\$91,354	\$90,743	-\$611	-0.67%	\$4,466	\$7,859	\$3,393	75.97%
FY2011	(\$3,138)	\$87,606	\$88,000	\$394	0.45%	\$4,174	\$8,056	\$3,882	93.00%
FY2012	(\$3,112)	\$84,114				\$4,107			

	FY09	FY10	FY11	FY12
DOT Workyears	1287.7	1251.6	1151.6	1136.4
Increase/Decrease		-36.1	-100	-15.4

In FY09 and FY10, DOT exceeded their overtime budget, but met their total personnel budget. In FY11 DOT exceeded their personnel and overtime budgets.

Figures are shown in thousands, Shown: \$2,845, Actual : \$2,845,000, Data From OMB.



DOT Personnel Costs

Personnel Costs	FY11 Budget	FY11 Actual	FY11 Diff	FY11 % Diff	Percent of Total (Avg, FY09-FY11)
Salaries Costs	\$63,356	\$65,108	\$1,752	2.69%	74%
Retirement Costs	\$8,100	\$7,500	-\$688	-9.28%	8%
Group Insurance Costs	\$11,306	\$10,500	-\$869	-8.33%	12%
Social Security Costs	\$4,843	\$4,892	-\$88	-1.85%	5%
Total	\$87,606	\$88,000	\$394		

Salaries Costs in FY11 attributed to DOT over-spending its budget by \$1.7 million. This was offset to some degree by under-spending in other areas.



Calculated figures from OMB data

DOT Personnel Costs: Background

Lapse Budget

- DOT has a target percent for budgeted lapse amounts
- In FY12, budgeted lapse is too high, forcing the department to keep many positions vacant or creating unbudgeted overtime

Personnel Budget vs. Actual

- Major shifts in the FY12 budget contributed to decline from FY11.
 - Moved Storm Drain Maintenance Funds to DEP
 - Moved budgeted funds from department's general fund to CIP fund.
- About half of the overtime in Transit is pre-scheduled, most of their non-scheduled overtime was due to vacancies. While overtime has significantly exceeded the budget, the department, in most years, has been able to come within budget in total personnel costs.

Overtime

- The vast majority of non-CIP or Storm overtime is with the Transit Bus Operators. Vacancies, increased leave use, and less “behind the wheel” time has forced overtime up.



Overview of DOT Personnel Costs: Storms

- *Storms represent both wind & rain and snow & ice storms.*
- *Storm Costs are appropriated through a supplemental budget appropriation at end of fiscal year.*
- *DOT does not budget for overtime costs related to storms.*

	Personnel Costs Storms			Overtime Storms
	Budget	Actual	% Diff of Bud to Act	Actual
FY2009	\$1,836	\$3,570	94.4%	\$1,324
FY2010	\$1,706	\$10,587	520%	\$4,512
FY2011	\$1,617	\$7,588	369%	\$2,843
FY2012	\$1,513			

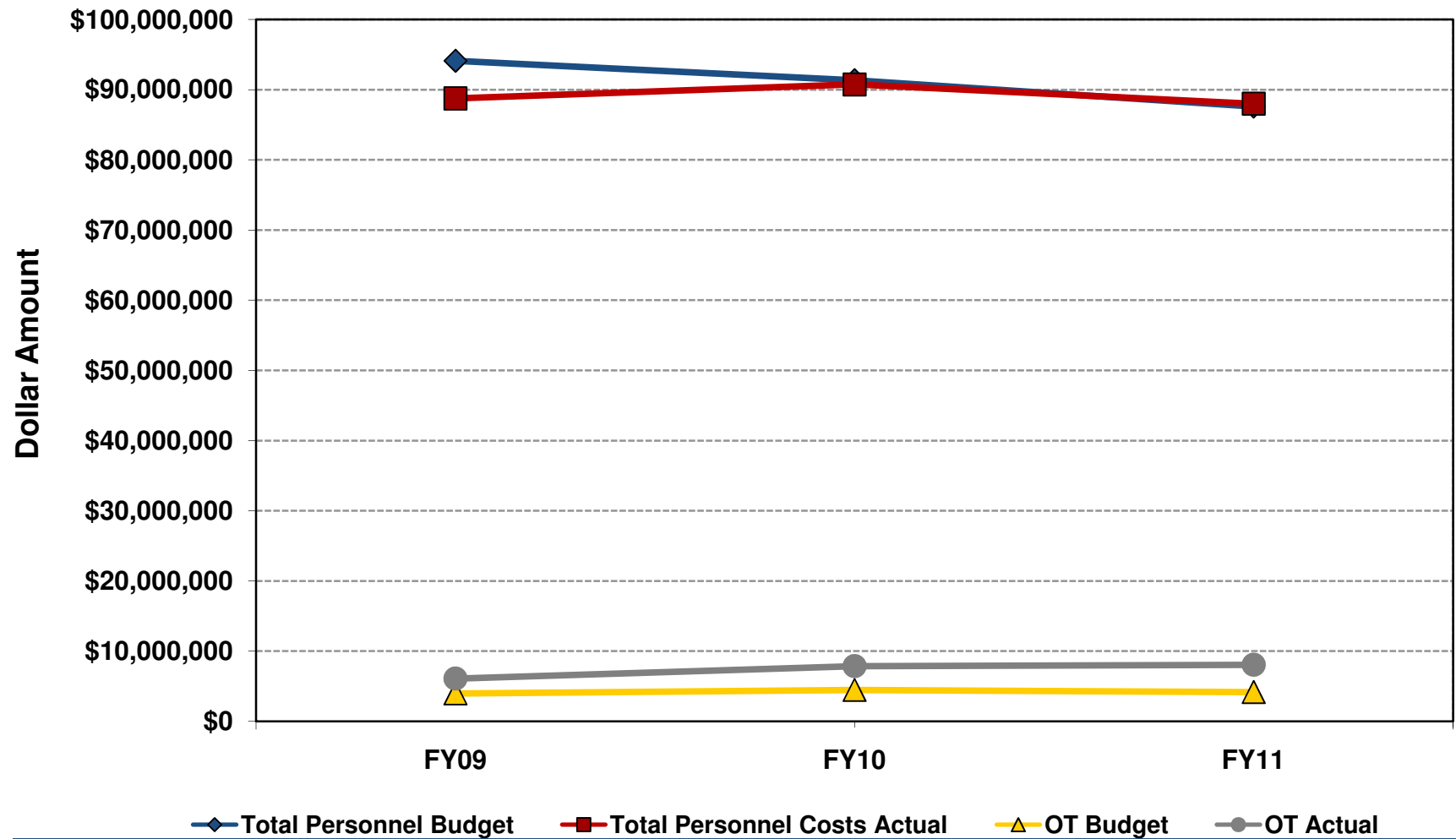
DOT budgeted personnel costs for storms have been insufficient from FY09 to FY11. Beginning in FY12 the County budgeted \$5.8 million for storm removal in a non-departmental account (NDA) for both DOT and General Services Expenditures.

Storms budgeting codes: (index 506501051/ cost center 50550, 506501052/50551, 506002051/50660, & 506002052/50661).

Figures are shown in thousands, Shown: \$2,845, Actual : \$2,845,000, Data From OMB.



Budget to Actual Information DOT without CIP and Storms



Overtime is just one component of total personnel budget. For DOT overtime is on average budgeted at 5% of the total budget



Data from OMB

Personnel Budget and Overtime

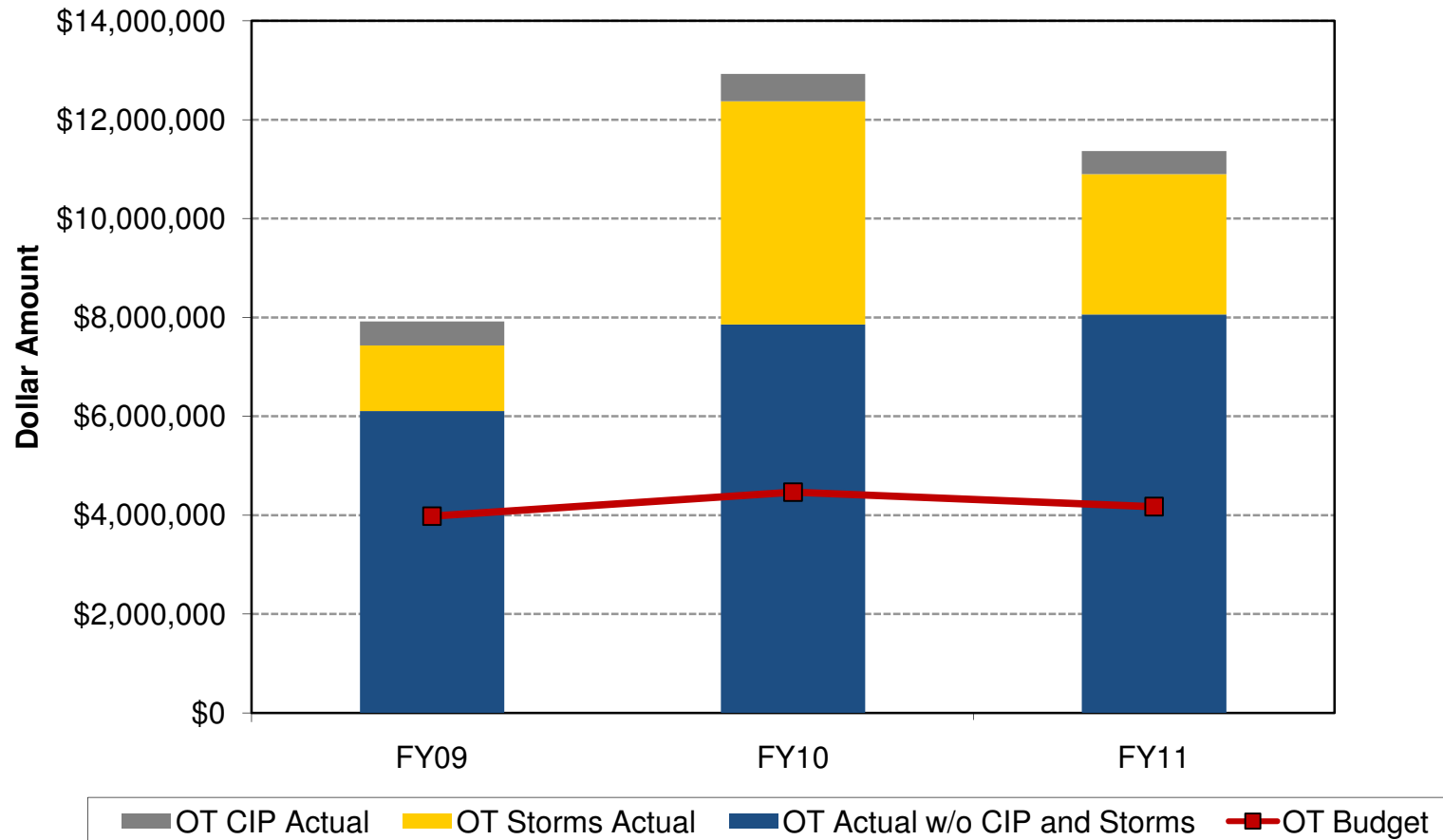
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Budget to Actual Overtime for DOT



The DOT overtime budget (without CIP and Storms) has been insufficient to actual expenditures for the past three fiscal years.



Data from OMB

DOT Personnel Funds Percentages

DOT has various funds under its department; the majority of its personnel funding is in Transit Operations.

Percentage Breakdown of Actual Personnel Costs from FY11	
Type of Funds	Percent
Transit	64%
General	28%
All Parking District	4%
Leaf Vacuum	2%



Calculated figures from OMB data; Grants, and CIP are not shown

FY11 DOT Overtime by Fund/Cost Center

Percentage Breakdown of Actual Overtime Costs from FY11		
Fund Name	Fund Amount	Percent of Total OT
Transit	\$6,463,353	80%
Leaf Vacuum	\$855,035	11%
Total	\$7,318,388	91%

Transit Cost Center Name	Budgeted	Actual	% of Total OT Amt Spent in FY11
Ride-On Bus Operators	\$3,374,561	\$5,926,656	91.70%
Coordinators	251,363	\$365,885	5.66%
Ride-On Bus Supervisors	\$102,740	\$70,647	1.09%
Transit Central Communications	\$24,072	\$59,742	0.92%
Total	\$3,752,736	\$6,422,930	99%

The majority (80%) of DOT overtime expenditures are in Transit Funds, specifically Ride-On Bus operators.



Calculated figures from OMB data

DOT Actual Select Salaries Costs for all NON-CIP/Storm Funds

	FY09	FY10	FY11	Change FY09-FY11		FY11 Budgeted
TOTAL SALARY COSTS	\$66,201	\$67,917	\$65,108	-\$1,093	-2%	\$63,356

Account Code Description	FY09	FY10	FY11	Change FY09-FY11		FY11 Budgeted
REGULAR FULL TIME SALARIES			\$54,625			\$59,278
REGULAR SALARIES	\$46,782	\$48,270	\$45,955	(\$827)	-2%	PFTS
ANNUAL LEAVE PAY	\$3,108	\$2,906	\$1,966	(\$1,141)	-58%	PFTS
SICK LEAVE PAY	\$2,636	\$2,788	\$3,016	\$380	13%	PFTS
COMPENSATORY LEAVE PAY	\$600	\$875	\$1,039	\$439	42%	PFTS
ALL SHIFT DIFF	\$1,058	\$1,083	\$1,040	(\$18)	-2%	PFTS
ADMINISTRATIVE LEAVE PAY	\$647	\$1,113	\$920	\$273	30%	PFTS
PERSONAL LEAVE DAYS	\$455	\$490	\$459	\$4	1%	PFTS
OTHER PARTS OF FULL TIME SALARIES			\$230			0
OVERTIME	\$6,397	\$7,935	\$8,050	\$1,653	21%	\$4,174
HOLIDAY PREMIUM	\$834	\$670	\$734	(\$100)	-14%	PFTS
PART TIME SALARIES	\$2,479	\$334	\$353	(\$2,126)	-602%	\$527
OTHER	\$1,200	\$1,446	\$1,340	\$369	24%	(\$623)

While DOT generally meets their total personnel salary costs, there remains a delta between the overtime budget and expenditures.



Percentage of Components Amounts to DOT Actual Salary Costs

Percent of Dollar Amount Spent Under Specified Salary Costs				FY11 Budgeted
Account Code Description	FY09 PCT	FY10 PCT	FY11 PCT	
REGULAR FULL TIME SALARIES			83.9%	93.6%
REGULAR SALARIES	70.7%	71.1%	70.6%	93.6%
ANNUAL LEAVE PAY	1.3%	0.9%	3.0%	PFTS
SICK LEAVE PAY	4.0%	4.1%	4.6%	PFTS
COMPENSATORY LEAVE PAY	0.9%	1.3%	1.6%	PFTS
ALL SHIFT DIFF	1.6%	1.6%	1.6%	PFTS
ADMINISTRATIVE LEAVE PAY	1.0%	1.6%	1.4%	PFTS
PERSONAL LEAVE DAYS	0.7%	0.7%	0.7%	PFTS
OTHER PARTS OF FULL TIME SALARIES*				0%
OVERTIME	9.7%	11.7%	12.4%	6.6%
HOLIDAY PREMIUM	1.3%	1.0%	1.1%	0.9%
PART TIME SALARIES	0.7%	0.7%	0.7%	0.8%
OTHER*			0.5%	-2.1%

**After regular salaries, overtime is the next highest segment in salary cost.
Overtime was between 9%-12% of total salary cost.**



PFTS = Part of Full Time Salaries

CountyStat Analysis: DOT

Overtime Charges

- Within personnel costs, overtime charges are the biggest expenditure after full time salaries, and expenditures have increased each year since FY09.
 - *Given that some of the overtime is necessary and pre-scheduled, CountyStat recommends further review of Ride-On bus operators overtime that is unscheduled.*

Other Areas Impacting Total Salaries

- Seasonal leaf vacuum operations were modified in FY11, possibly attributing the decrease in overall salary costs.
 - *Details on these changes are under further investigation; CountyStat is waiting for true dollar amount that was moved from DOT personnel budget to the budget for contractors.*
- Decreases in part-time salaries from FY09 levels were attributed to bus operators being moved to a predominately full-time status.



Meeting Purpose and Agenda

Purpose:

Personnel costs are the major component of a department's total operating costs. This presentation examines several years of personnel cost data to determine if budgets are appropriate, and where changes to elements of personnel have impacted expenditures.

Agenda:

Review of FRS Information:

- Overview of Personnel Budget
- Personnel Budget Line-Items
- Overtime

Review of DOT Information:

- Overview of Personnel Budget
- Personnel Budget Line-Items
- Overtime



Overview of DOT Personnel Costs

	Personnel Lapse	Personnel w/out Storms and CIP				Overtime w/out Storms and CIP			
		Budget	Actual	Difference	% Difference	Budget	Actual	Difference	% Difference
FY2009	(\$2,742)	\$94,130	\$88,754	-\$5,376	-5.71%	\$3,982	\$6,105	\$2,123	53.31%
FY2010	(\$2,746)	\$91,354	\$90,743	-\$611	-0.67%	\$4,466	\$7,859	\$3,393	75.97%
FY2011	(\$3,138)	\$87,606	\$88,000	\$394	0.45%	\$4,174	\$8,056	\$3,882	93.00%
FY2012	(\$3,112)	\$84,114				\$4,107			

	Personnel Costs Storms			Overtime Storms
	Budget	Actual	% Diff of Bud to Act	Actual
FY2009	\$1,836	\$3,570	94.4%	\$1,324
FY2010	\$1,706	\$10,587	520%	\$4,512
FY2011	\$1,617	\$7,588	369%	\$2,843
FY2012	\$1,513			

In FY09 and FY10, DOT exceeded their overtime budget, but met their total personnel budget. In FY11 DOT exceeded their personnel and overtime budgets. In all 3 years, DOT exceeded their personnel budget for storms.



Figures are shown in thousands, Shown: \$2,845, Actual : \$2,845,000, Data From OMB.

Overtime Update: DOT Summary of Events

Even though DOT appears to meet their total personnel budget, the delta that exists between actual OT expenditures and the OT budget is possibly due to transit (bus driver) costs. This delta should be explored further.

FY12 Overtime Budget	FY12 Overtime Expenditures to Date	Expenditures as a % of Budget	# of Pay Periods to Date
\$3,971,528	\$1,935,108	48.7%	7.1 PP (27.2% of FY PP's)
Special expenditures not included in DOT's budget			
Storms	\$310,268		
CIP	\$258,716		
Other non-budgeted	\$21,596		

Notes:

-Hurricane Irene (August 27-28) and Tropical Storm Lee (September 6-11) resulted in increased overtime in Highway Services.

-Overtime in the first quarter of FY 12 is about 4% less than the same quarter of FY11.



Overtime Update: DOT Summary of Events

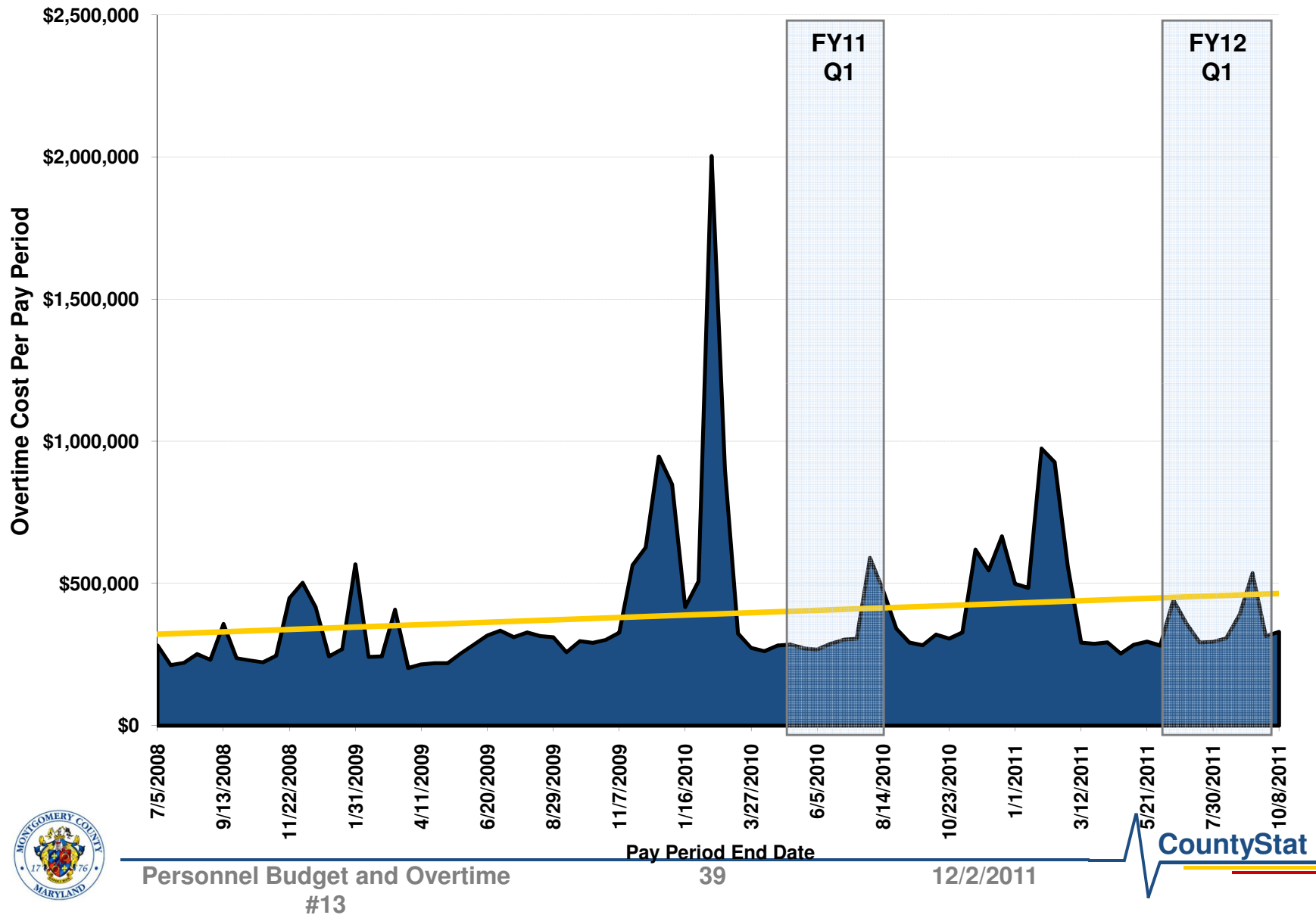
Developments in overtime use and management

- About 70% of overtime is related to Transit and about 50% of Transit overtime is pre-scheduled. Unscheduled overtime continues to be driven by vacancies.
 - *Ride On continues to make progress in hiring new drivers. Currently, 24 positions are vacant, but 10 of those are in training (10 retired effective July 1).*
- DOT evaluates overtime hours each pay period to determine the cause and separately tracks leave use in Transit (which directly impacts overtime).
- DOT has monthly internal meetings to discuss overtime trends and potential ways to improve efficiency.



Overtime Update: DOT

Total Overtime Cost



Overtime Update: DOT

Quarter-by-Quarter Summary of Overtime Use

Fiscal Quarter	Hours			% Change in Hours		
	FY09-Q2 to FY10-Q1 (A)	FY10-Q2 to FY11-Q1 (B)	FY11-Q2 to FY12-Q1 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 2 10/1 to 12/31	67,839	112,627	92,062	66.0%	-17.6%	36.9%
Quarter 3 1/1 to 3/31	59,399	134,676	95,238	126%	-29.3%	60.3%
Quarter 4 4/1 to 6/30	50,973	53,595	63,175	5.1%	17.9%	23.9%
Quarter 1 7/1 to 9/30	59,650	71,003	68,090	19.0%	-4.1%	14.1%
Total	237,861	371,901	319,345	56.4%	-14.1%	34.3%

Amounts prior to the reorganization have been calculated using a crosswalk of index codes provided by OMB.
 Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
 Pay periods that cross quarters have been prorated between the two quarters.



Overtime Update: DOT

Quarter-by-Quarter Summary of Overtime Use

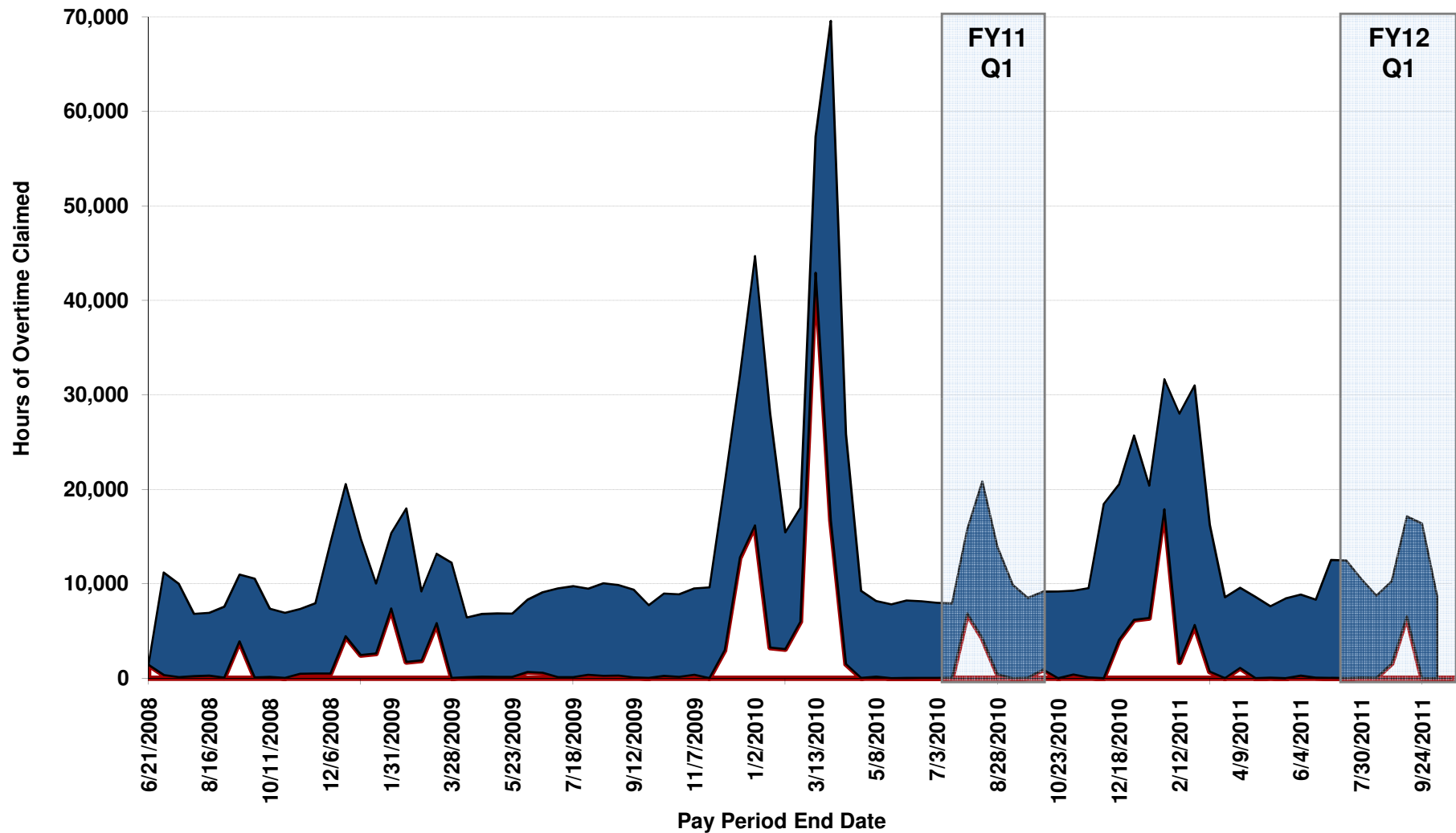
Fiscal Quarter	Cost			% Change in Cost		
	FY09-Q2 to FY10-Q1 (A)	FY10-Q2 to FY11-Q1 (B)	FY11-Q2 to FY12-Q1 (C)	(A) to (B)	(B) to (C)	(A) to (C)
Quarter 2 10/1 to 12/31	\$2,285,151	\$3,934,495	\$3,147,992	72.2%	-19.0%	39.5%
Quarter 3 1/1 to 3/31	\$2,089,322	\$5,020,018	\$3,391,148	140%	-32.4%	62.3%
Quarter 4 4/1 to 6/30	\$1,755,396	\$1,858,452	\$2,177,289	5.9%	17.7%	24.0%
Quarter 1 7/1 to 9/30	\$2,052,442	\$2,480,312	\$2,337,271	20.8%	-5.8%	13.9%
Total	\$8,182,311	\$13,293,278	\$11,093,111	62.5%	-16.6%	35.6%

Earning codes OTP, OT2, OTL, and OTH. Includes all funds (General Fund, grants, etc.)
Pay periods that cross quarters have been prorated between the two quarters.



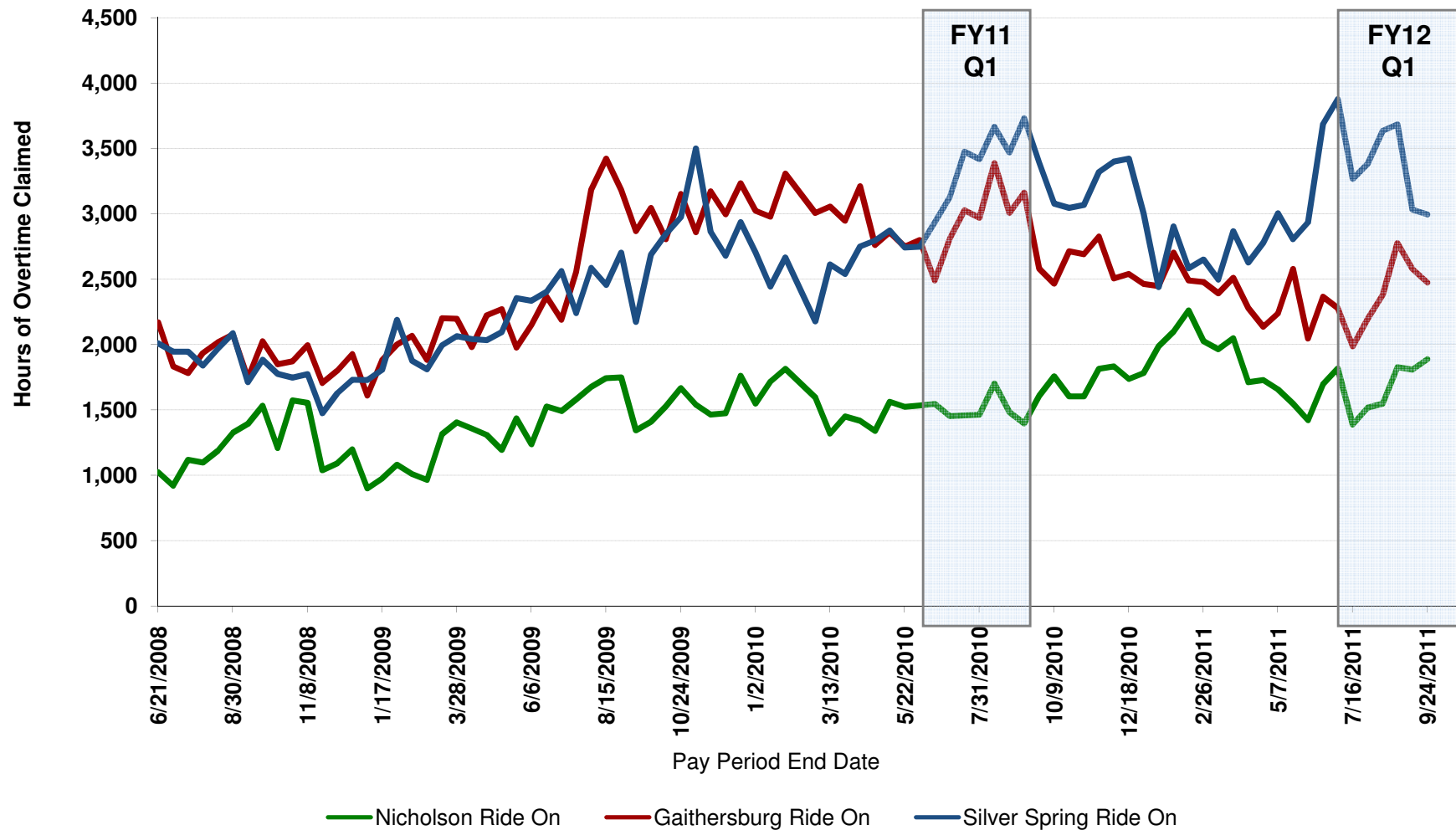
Overtime Update: DOT

Overtime Related to Storms



Overtime Update: DOT

Overtime Related to Transit Operations



This chart was created using all payroll charges made to section codes: 508003, 508004, 508010.

Overtime Update: DOT

Percent of Employees with Overtime and Average Hours

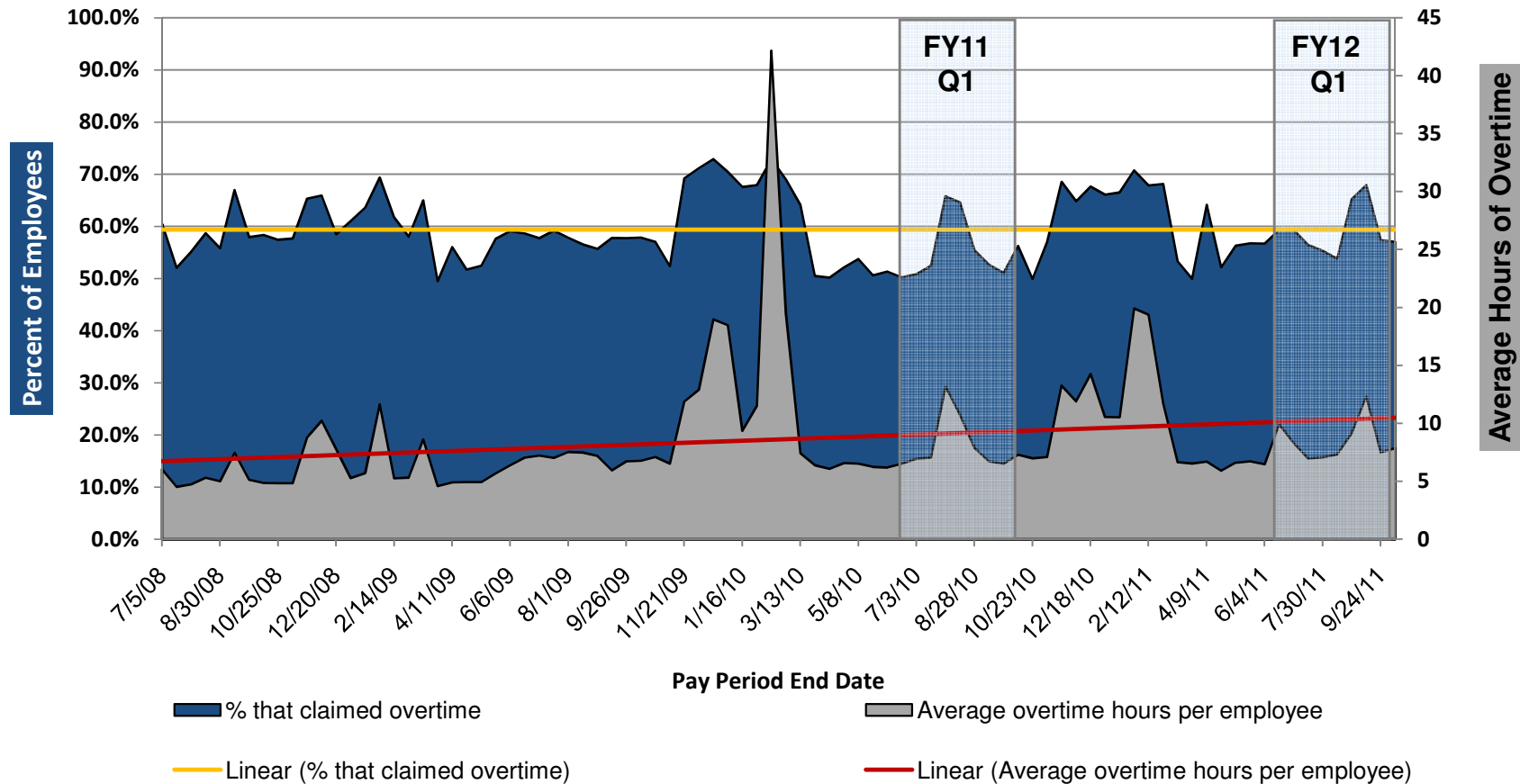
If overtime is managed, ideally the same percent of the workforce should be claiming on average the same number of hours per pay period. To examine this CountyStat asked:

- 1) What percent of the workforce is utilizing overtime?
 - Percent of workforce that claimed overtime.
- 2) What are the average hours for the workforce utilizing overtime?
 - Average number of overtime hours per employee.



Overtime Update: DOT

Percent of Employees with Overtime and Average Hours

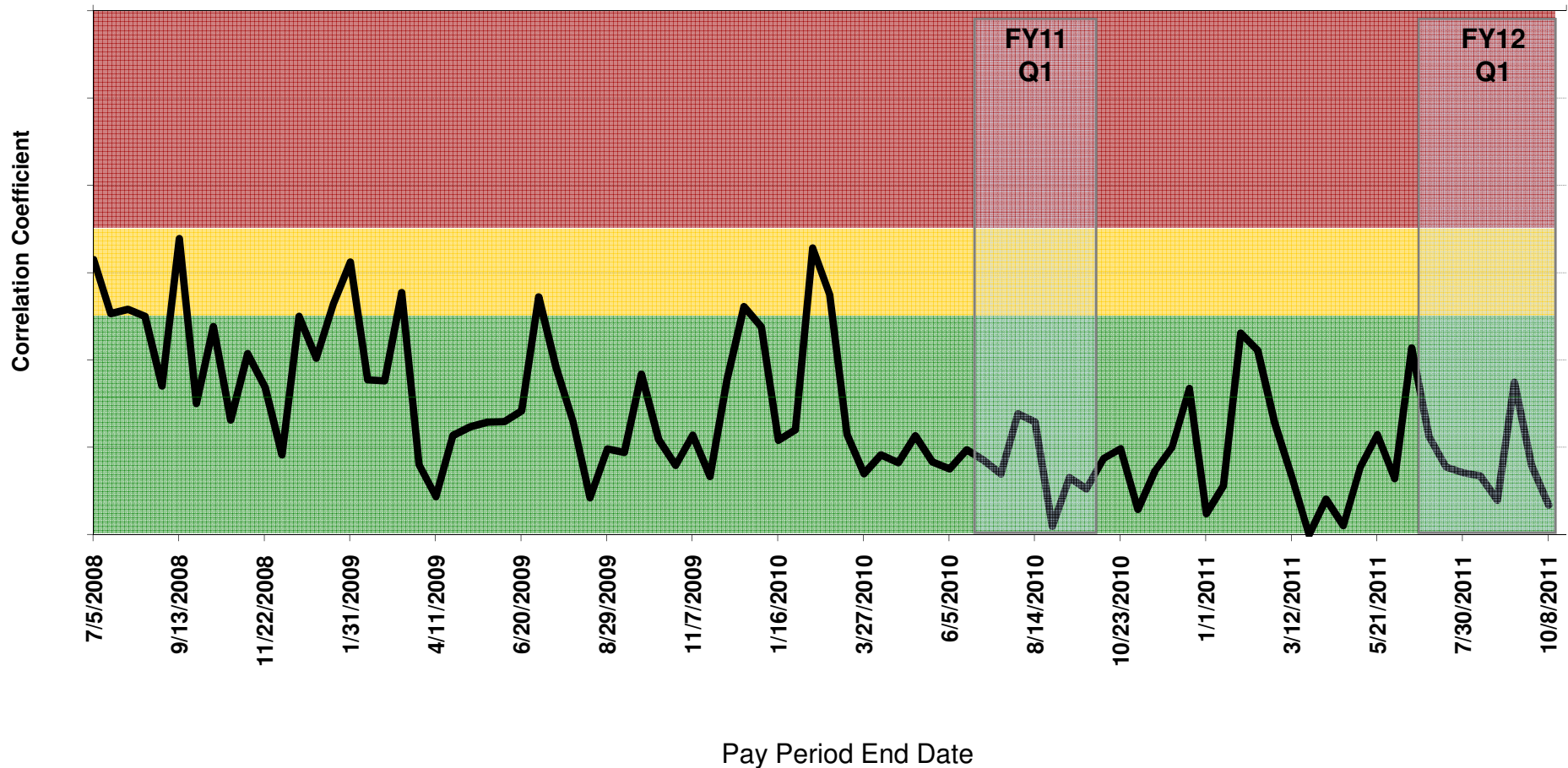


DOT has a consistent % of employees claiming overtime, however the number of hours has slightly increased from the FY11 Q1.

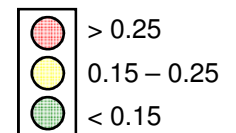


Overtime Update: DOT

Correlation Between Hourly Wage and Number of OT Hours



The correlation coefficient shows how likely it is that personnel with high hourly wages also earn high amounts of overtime compared to lower-paid personnel. The goal is to keep this number low.



Wrap-up

- Follow-up Items

